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Does emotional intelligence play an important role in leadership effectiveness?

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**DOES EMOTIONAL INTELLIGENCE PLAY AN IMPORTANT ROLE IN
LEADERSHIP EFFECTIVENESS?**

A thesis submitted in fulfilment of the requirements for award of the degree

DOCTOR OF PHILOSOPHY

From

THE UNIVERSITY OF WOLLONGONG

By

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MPsych (Organisational) University of New South Wales

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Organisational Psychology

February 2007

Certification

I, David Rosete, declare that this thesis, submitted in fulfilment of the requirements for the award of Doctor of Philosophy, in the Department of Psychology, University of Wollongong, is wholly my own work unless otherwise referenced or acknowledged. The document has not been submitted for qualifications at any other academic institution.

David Rosete

February 2007

Dedication

Esta disertación está dedicada a mi madre, María del Carmen Ramírez Rodríguez, la persona que me inculcó la fortaleza y el ánimo para tener éxito en mis estudios y en mi vida.

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List of Abbreviations

ABO	Achieves Business Outcomes
APS	Australian Public Service
APSC	Australian Public Service Commission
AR	Achieves Results
CI	Communicates with Influence
CPWR	Cultivates Productive Working Relationships
ECI	Emotional Competency Inventory
EI	Emotional Intelligence
EIB	Effective Interpersonal Behaviours
EIS	Emotional Intelligence Scale
EPDI	Exemplifies Personal Drive and Integrity
EQi	Emotional Quotient Inventory
GMA	General Mental Ability
IQ	Intelligent Quotient
MAC	Management Advisory Committee
MEIS	Multifactor Emotional Intelligence Scale
MSCEIT	Mayer-Salovey-Caruso Emotional Intelligence Test
PDA	Performance Development Agreement
PELC	Perspectives on Executive Leadership Capabilities
SELCF	Senior Executive Leadership Capability Framework
SST	Shapes Strategic Thinking
SUEIT	Swinburne University Emotional Intelligence Test
TAS-20	Toronto Alexithymia Scale-II
TMMS	Trait Meta Mood Scale
WASI	Wechsler Abbreviated Scale of Intelligence
16PF	Sixteen Personality Factor

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Abstract

Does Emotional Intelligence (EI) make someone a better leader? I utilised a cross-sectional study to examine the relationships between leadership effectiveness and tests of EI, cognitive intelligence, and personality. The study consisted of two parts.

In the first study, I examined the relationship between an ability measure of emotional intelligence, the Big Five personality factors, and cognitive intelligence with leadership effectiveness. In the study, 41 executives from a large Australian Public Service organisation completed a battery of psychological tests, which included the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT™), the Sixteen Personality Factor (16PF) questionnaire, and the Wechsler Abbreviated Scale of Intelligence (WASI). Leadership effectiveness was assessed using performance management ratings (i.e., participants were scored on their ability to achieve business outcomes and display effective interpersonal behaviours), and a multi-rater leadership measure scored by each leader's subordinates and their direct manager (N = 149). Correlational analyses revealed that higher emotional intelligence was associated with higher leadership effectiveness.

Study II explored the link between an ability measure of EI and leadership effectiveness in more detail. This study extended that of study I by introducing a self-report EI measure and by examining the links between primary personality factors and EI. One hundred and twenty two executives from a large Australian Public Service organisation participated in the study. Executives completed a battery of measures similar to those in study one, with

the addition of the Swinburne University Emotional Intelligence Test (SUEIT). Participants also submitted their performance management results. The findings indicated that the executives who achieved superior business outcomes scored higher on the EI ability test. Importantly, the ability measure of EI (the MSCEIT™) predicted effective leadership over and above well-established workplace measures such as reasoning ability and personality. In contrast, self-reported measures of EI (the SUEIT) had little to offer over and above these measures of personality and reasoning.

In both studies, an analysis of the individual ability EI subscales revealed that the most important subscale was Perceiving Emotions. A leader who is skilled in perceiving emotion is described as someone who knows what people feel, reads people accurately, is good at recognising their own feelings and can express their feelings appropriately. These skills may be important because they allow a leader to accurately capture important social data around them. In particular, it offers the ability to “read between the lines” when dealing with people. These results have important implications on how we should select and develop executives.

Acknowledgement

When I undertook to complete a PhD, I had set myself three goals. These included the publication of at least one research paper in a journal, the presentation of my work at an international conference, and the completion of my actual thesis. This dissertation marks the completion of my third goal, the other two been successfully achieved over the past few years. In many ways, I have exceeded my original goals by publishing several papers and presenting my work at a number of international conferences. I include these accomplishments to emphasise my deep gratitude to the one person who made this all possible, my supervisor Dr Joseph Ciarrochi. His advice and assistance throughout my journey has been instrumental to me accomplishing my goals. Thank you for being a constant source of advice, encouragement, and friendship throughout my studies.

I would also like to thank all those participants from the Australian Public Service who took time to complete the battery of psychological tests. I would also like to thank my workplace managers, Bruce and Robyn, who, over the course of my PhD, not only gave me the time and space to complete my studies, but were also the champions of my ideas and research within the workplace. Thank you for believing in my work.

I would also like to thank Dr David R Caruso for providing me with a copy of a MSCEIT™ report template that enabled me to give quality feedback back to my participants. Professor Con Stough and Mr. Luke Downey from the Swinburne Centre for Neuropsychology for permission to use the SUEIT and

assistance in scoring the SUEIT. Dr Steven J. Stein from Multi-Health Systems Inc. for granting research access to use the MSCEIT™.

The journey to completing a PhD part-time is long, and one that needs to be juggled with other life commitments. The person who has been the greatest supporter of my work over the life of my studies was my wife Christina. Thank you for your patience, understanding, and emotional support to completing this dissertation.

Finally, I would like to thank my two princesses, Melanie and Jasmine, who were both born during the time of my dissertation. They have taught me so much, and in their own way, have provided me with a real open window on what it means to be emotionally intelligent.

Peer Reviewed Publications Arising From This Thesis

- Rosete, D., and Ciarrochi, J. (2005). Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness. Leadership and Organizational Development Journal, 26(5), pp. 388-399.
- Rosete, D., and Ciarrochi, J. (2007). A Critical Evaluation of the Role of Emotional Intelligence in Leadership Effectiveness. Manuscript submitted for publication.

International Conference Proceedings Arising From This Thesis

Rosete, D. (2004) A leader's profile – what attributes make an effective leader?

4th International Test Users' Conference, Melbourne, July 19-20, ACER,
pp 50-55.

Rosete, D. (2005) A leaders edge – what attributes make an effective leader?

5th Annual Emotional Intelligence Conference, Netherlands, June 12-14.

Rosete, D. (2006) Does emotional intelligence make someone a better leader?

26th International Congress of Applied Psychology Conference, Athens,
July 16-21.